

# STATE OF UTAH

## WORKFORCE PROFILE REPORT



### Executive Summary

Fiscal Year 2010



Department of Human Resource Management

# **State of Utah**

## **Executive Summary**

### **FY 2010**

The workforce profile provides the state and agencies with the pertinent information needed to quickly assess the makeup of the workforce and to detect potential challenges in recruiting and retaining qualified employees. It is one component of the Department of Human Resource Management's workforce planning, reporting, and policy analysis function.

Workforce planning can be seen as the process by which we ensure that the State has the right people with the right skills in the right place at the right time to accomplish the purposes of state government. Utah code places the responsibility for human resource planning directly on DHRM: "...in cooperation with other agencies, conduct research and planning activities to...determine and prepare for future state personnel needs;..." 67-19-6(1)(f)(i)

The Workforce Profile is the foundation of workforce planning. With this component, DHRM can identify critical areas that require attention and gain insight into how current policy affects the ability of the state to retain a competent workforce. It consists of dimensions which have been chosen by state HR professionals to illustrate the basic demographic core of the state workforce. This report only relates to the executive branch of state government.

### **Workforce Profile Dimensions**

#### **Average Age**

**Average Age when Hired** - The actual age of the employee on his/her initial hire date.

#### **Average Years of Service (Tenure)**

#### **Educational Level of Workforce**

**EEO Job Categories** – The number of employees falling within each of the job categories defined by the EEO

**External Turnover**- Employees that have left state employment.

**Quartile Distribution** – This is the percentage of state employees in each quartile of the pay range.

**Retirement Eligibility** – A prediction of the number of employees who will become eligible to retire in the next 5 years. The number who will actually retire is a prediction based on previous year's analysis.

**Total Compensation Index** – The average percentage amount the state's total compensation package is behind the market.

It is critical to note that this report profiles the state's "core" workforce rather than the "total" state workforce. The core is defined as the permanent and long term employees of the executive branch. This group consist of all career service employees (schedule B) and select non-career service employees in top level management and professional positions (schedules AD, AR, AS and AT). The "non-core" workforce is the seasonal and temporary employees, elected officials and immediate staff, department heads, and employees of the judicial and legislative branches.

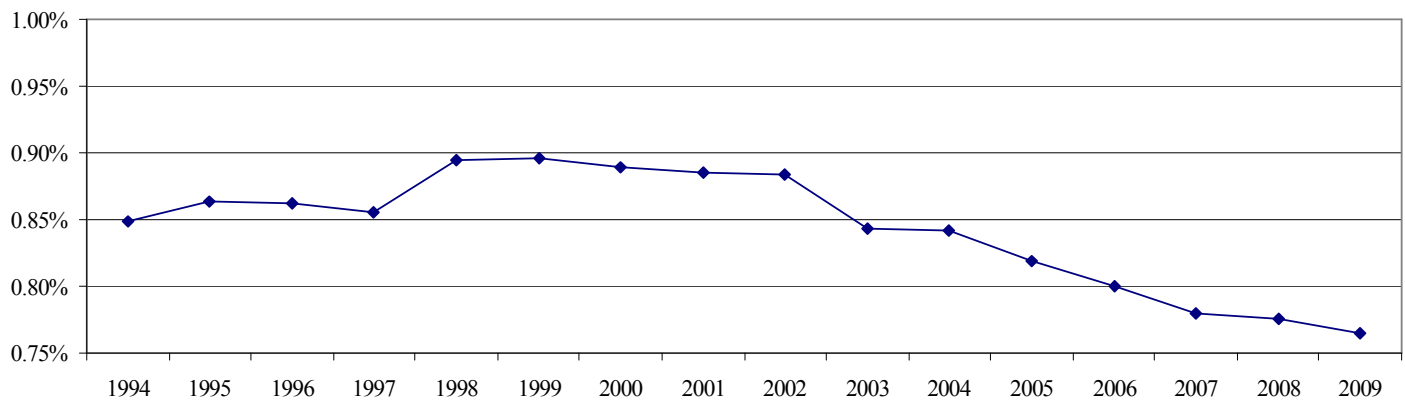
The core workforce remains relatively stable over time allowing DHRM to track trends and conduct comparative analysis. The non-core workforce varies greatly over time and requires a different kind of evaluation than we are conducting here. This is the primary reason for focusing on a core for the workforce profile.

## Basic Workforce Demographics

This document reflects the workforce as of the first week of August 2010.

- Total employees, core and non-core: 23,997
- Total core employees: 16,555  
69% of the workforce
- Total career service employees: 15,465  
93% of the core workforce  
64% of the total workforce
- Total schedule AD, AR, AS and AT: 1090  
7% of the core workforce  
5% of the total workforce
- Gender composition of total workforce: Males = 50.0%  
Females = 50.0%
- Gender composition of core workforce: Males = 50.7%  
Females = 49.3%

**Ratio of State Employees (FTEs) to State Population**



# Executive Summary – Part 1

## Critical Issues

Compensation can be shown by two dimensions: the Salary Index, and Quartile Distribution or position of the employee on the pay range.

### 10-Year Salary Index History: (State Salaries compared to the Market)

- The same companies do not respond to our survey each year which may cause the numbers to vary.

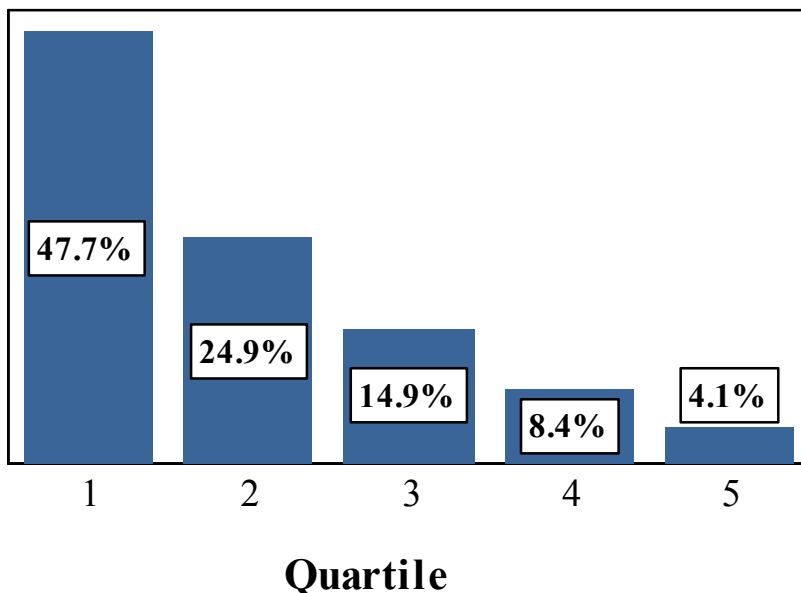
Calendar Year	Salary Index %
2000	-12.7
2001	-12.8
2002	-17
2003	-18.1
2004	-19.9
2005	-16.0
2006	-16.1
2007	-16.8
2008	-13.9
2009	-15.2
2010	-15.8

There is a wide range of the salary index among the 87 salary benchmarks.

- Two benchmarks representing 52 employees are below the market average by -40% or more.
- Eight benchmarks representing 2,567 employees are below the market average by -30% or more.
- Twenty six benchmarks representing 4,378 employees are below the market average by -20% or more.
- Sixty four benchmarks representing 12,679 employees are below the market average by -10% or more.
- Approximately 77% of the workforce is below the market average by -10% or more.
- The remaining 23 benchmarks are within 10% of the market average or above.

## Quartile Distribution

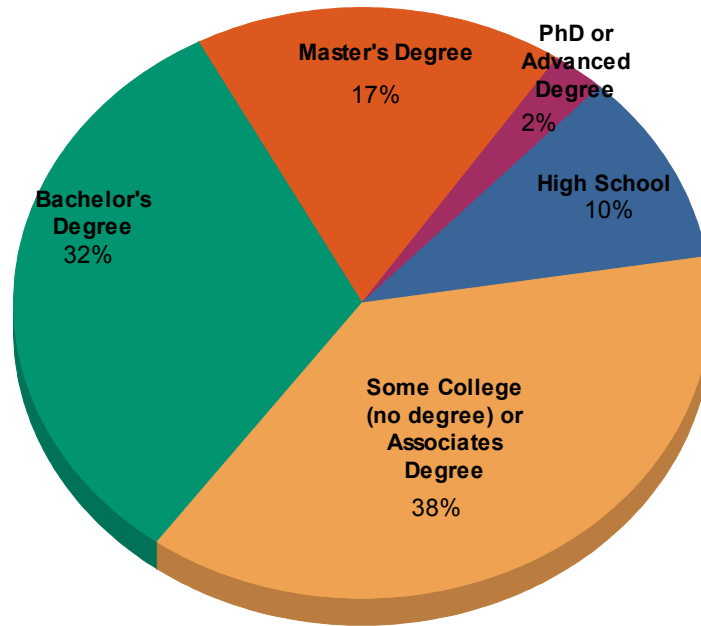
### Statewide



- Six agencies have more than 80% of employees in the first two quartiles; Tax Commission, Dept of Human Services, Dept Environmental Quality, Dept of Workforce Srvcs, Financial Institutions, Dept of Human Resource Management.
- Thirty one benchmark groupings have more than 80% of employees in the first two quartiles.
- The 5<sup>th</sup> column is longevity status.

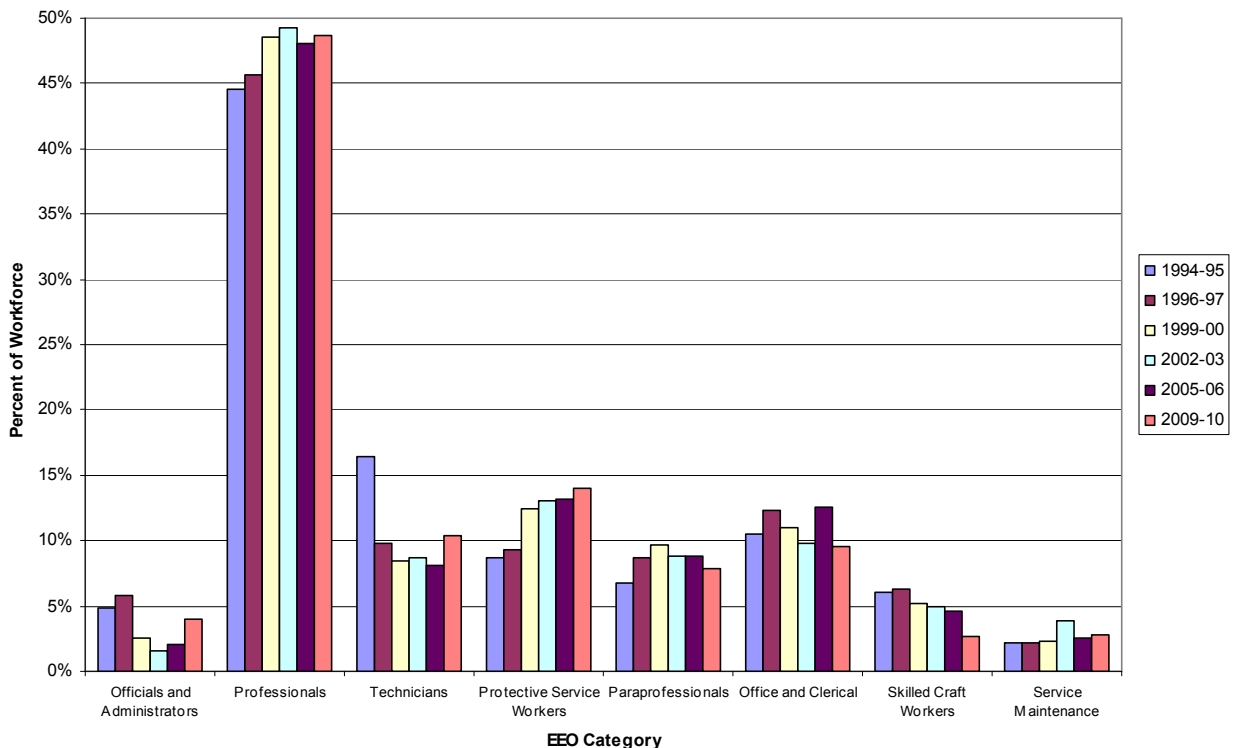
# Executive Summary – Part 2

Educational Level of Core Workforce  
(Educational levels were self reported on 2010 employee survey)

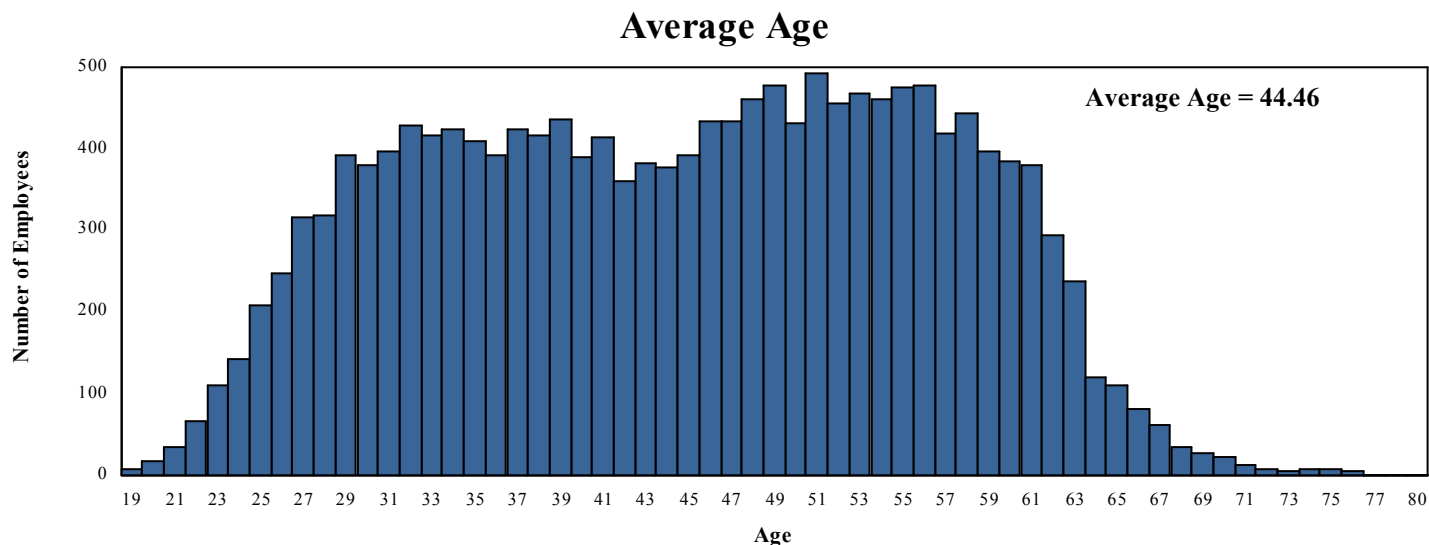


- 52% of Employees have a Bachelor's Degree or higher.

Full Time Career Service Employees by EEO Category



- 52.6% of employees are in the Officials and Administrators or Professionals categories.

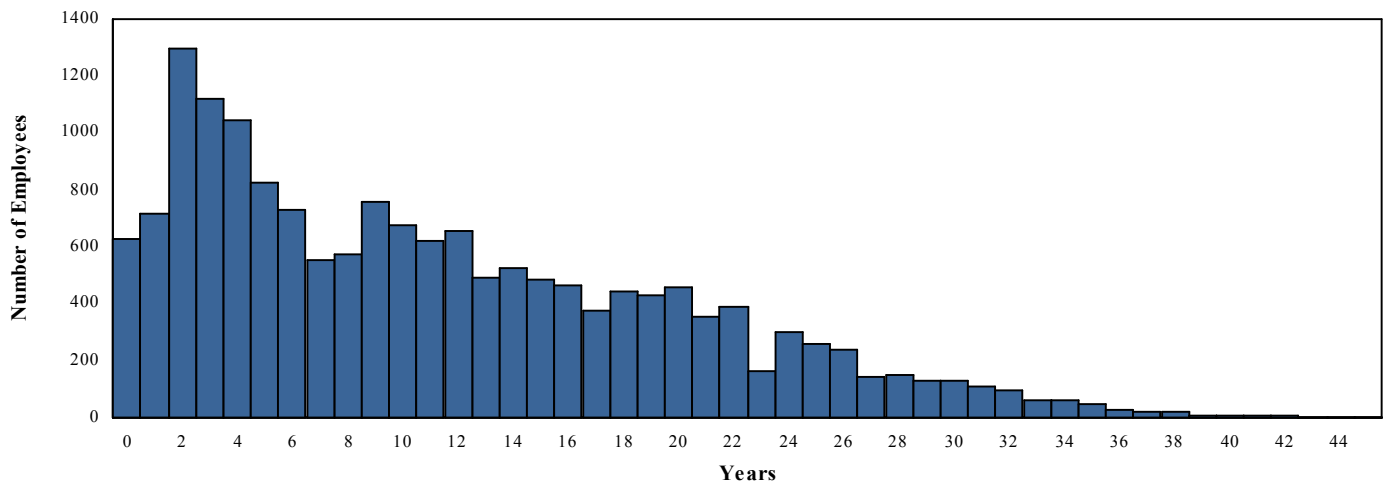


- This year's average of 44.46 is almost unchanged from last year's average of 44.38.
- In five agencies the average age is 50 or more; State Treasurer, Dept of Agriculture, Financial Institutions, Department of Community and Culture, and Public Service Commission.
- The youngest agencies are State Auditor (39 years), Dept of Public Safety (42 years), Dept of Corrections and Dept of Human Services (43 years).
- Twenty one percent (+3% from last year) of core employees are over age 55. This is the group most likely to retire.



- The average of all core employees for FY10 when they were hired is 33.4 years.
- The average age of employees hired in FY06 is 32.5 years, FY07 is 32.5, FY08 is 33.21 years, and FY09 is 33.2.
- Only the State Auditor and National Guard have average ages at hire of less than 30.

## Years of Service

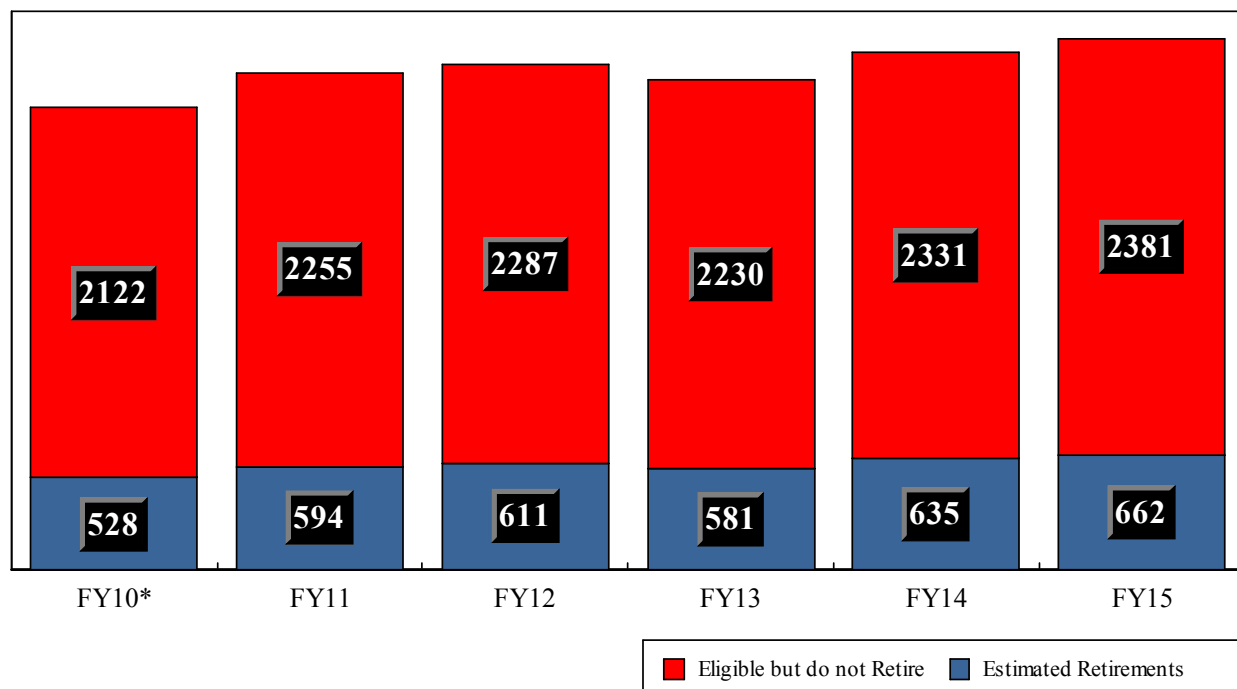


The average tenure of a state employee is 11.77 years. This number has increased slightly compared to the 11.32 from last year. Both FY10 and FY09 years of service may be higher than expected due to a decrease in new hires resulting from budget constraints.

**Average Years of Service = 11.77**

- In five agencies, the average tenure is less than 10 years; Utah National Guard (9.39), Labor Commission (9.91), Dept of Commerce (9.86), Board of Education (9.96) and Insurance Department (9.20).
- Benchmark groups with the lowest tenure tend to be clerical positions, some regulatory professionals such as financial examiners and utility analysts, and some medical positions such as nurse and doctor.

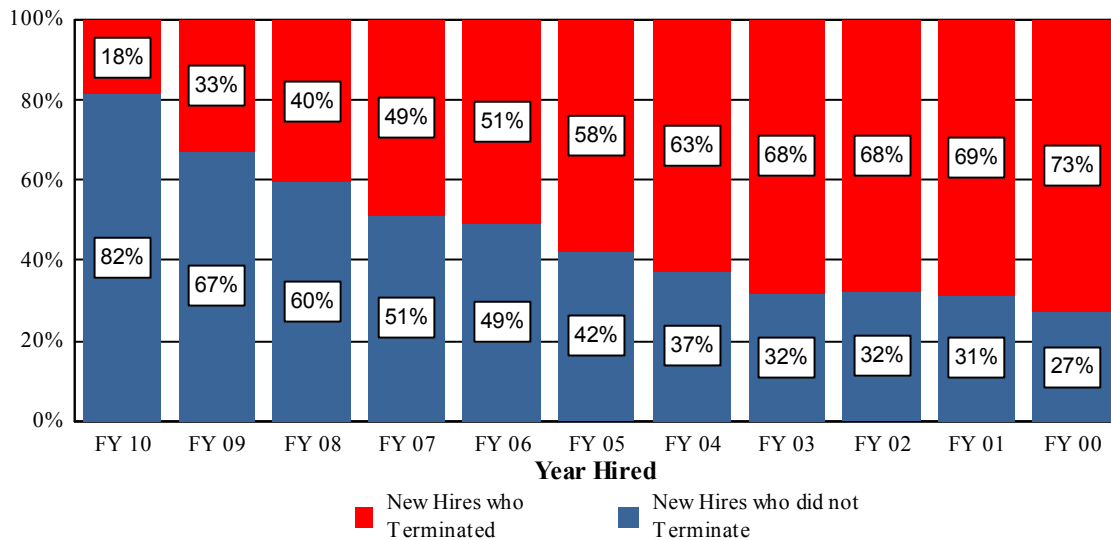
## Retirement Projections Statewide



- Based on best estimates, the data represents how many people we anticipate will retire.
- The retirements are based on the total number of people we anticipate will be eligible minus the total number of people we estimated to retire the previous year.

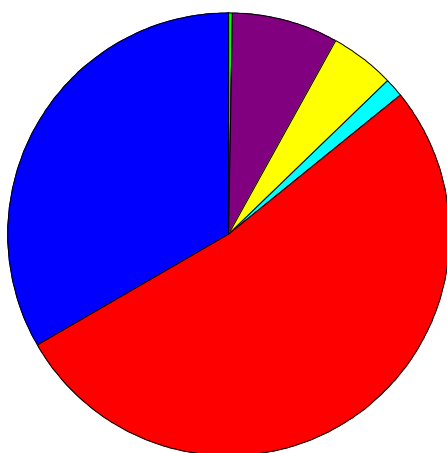
## New Hire Turnover

Based on Year Hired



- After six years, the rate of turnover among new hires appears to begin leveling off.
- The majority of turnover occurs within the first four years of service, regardless of year hired.

## External Turnover Statewide



- The percent of employees leaving state employment is 9.56%.
- This year's turnover rate is a drop of .32% from the previous year's turnover of 9.88%.
- Among agencies with one hundred or more employees; those with the highest external turnover rate are Human Services (15.5%), Labor Commission (14.8%) and Dept of Admin Services (11.3%).